

MANAGEMENT TRAINING NEEDS ASSESSMENT

Directorate
Office/Division: _____ Grade: _____ Date: _____

Years in Agency: _____ Total years at present managerial level: _____

Age _____

Sex _____

Current Position:

1. Directorate- Level Executive ()
2. Office or DO Division- Level Senior Manager/Executive ()
3. Mid- Level Manager ()
4. First- Level Supervisor ()

5. Other (Identity) _____

= if people supervising _____

Check the following courses you have completed:

1. Leadership Styles and Behavior or Managerial Grid ()
2. Management Development Course or Fundamentals of Administration and Fundamentals of Supervision ()
3. Supervisory Counseling Course or Counseling Course ()
4. Management Seminar ()
5. Program on Creative Management or Leadership Development Program ()
6. Looking Glass ()
7. Executive Development Course or Senior Officer Development Course or Senior Seminar ()

8. mid career

9. AIS

Test - go through +
set up a program
responsive to
the results

MANAGEMENT TRAINING NEEDS ASSESSMENT

A good manager may be described in many different ways. Through the research of several experts on managerial competencies, we have compiled a list of many of the skills, knowledge and abilities (SKA's) commonly attributed to successful managers. In order to evaluate our current training programs and to address new requirements, we need to identify the need for training in various SKA's: how important is training for the development of these competencies, and for whom is training most appropriate?

You are asked to respond to this questionnaire in two phases. The first phase involves judging the value of various skills, knowledge and abilities at different levels of management. Regardless of your present management position you should respond for each of the four columns or (levels of management). For example, if you believe the ability to develop effective advance work plans for subordinates is very important at mid-level then place a "5" in that box. If that ability is only somewhat required at the directorate level, then place a "3" or "4" as appropriate. *and if that ability is of little or no importance at the first management level, then place a "1" or "2" in that column.*

Exec *OK* *free, post, duty? when*
Training is needed *Define*
Second, after responding to all the items, please go back and circle those responses to indicate at what managerial level(s) you believe training for particular competencies should occur.

Example:

not needed 1--2--3--4--5 very essential

SKA

Public Speaking Ability

first level	mid-level	office level	directorate
2	③	4	5

This example indicates that you believe that public speaking is very essential at the directorate level, but not as important for the first level supervisory position. It also suggests that you believe training to be most appropriate for the mid-level manager.

TRAINING

not needed 1---2---3---4---5 very essential

CONCEPTUAL/ANALYTICAL SKILLS

This section has to do with the interaction between the organization and the broader arena within which it operates

1. Able to formulate directorate and Agency policies/purposes within the context of broad national priorities
2. Able view directorate and Agency policies/purposes within the context of broad national priorities
3. Understand the relationships among and the workings of the Congress, the White House and other components of the national security and foreign policy community
4. Understand the workings and relationships of the Intelligence Community
5. Possess good overview and understanding of Agency mission as well as the functions and interactions of other directorates and their role in the intelligence process
6. Understand US foreign and national security policy interests in situations affecting work requirements
7. Recognize the special responsibilities of the public trust and the legal constraints on components' activities

Career Levels

First- Level Supervisor	Mid- Level Manager	Office or DO Division- Level Senior Manager/ Executive	Directorate- Level Executive

TRAINING

not needed 1---2---3---4---5 very essential

8. Understand social and political forces affecting the Agency mission
9. Understand general economic conditions and issues
10. Understand the relationships between career executives and political executives
11. Familiar with relevant technological developments
12. Consciously able to adopt a "philosophy of management" or strategic focus and carry it through
13. Able to develop a realistic understanding of organizational structures and the power and strategic resources essential to effective management
14. Able to conceptualize and target operating objectives

Please add any additional conceptual/analytical competencies you believe are important and indicate the usefulness of training at each of the levels.

Career Levels

First- Level Supervisor	Mid- Level Manager	Office or DO Division- Level Senior Manager/ Executive	Directorate- Level Executive

TRAINING

not needed 1---2---3---4---5 very essential

ADMINISTRATIVE SKILLS

This sections has to do with the structures, activities and procedures through which work is accomplished in an organization

15. Able to develop and implement action plans for accomplishing long and short range program goals
16. Able to organize resources and establish priorities among alternatives to accomplish program goals (including effective participation in the budget process and time management)
17. Able to implement a fair, comparative performance appraisal program that evaluates an employee's accomplishment of job responsibilities, contribution to organizational objectives and progress toward career development goals and provides a means for employees to measure their progress
18. Able to delegate responsibility and authority where appropriate
19. Able to utilize the basic management support systems in personnel, procurement and information handling
20. Understand the forces of change, and be able to plan for adapting organization to a changing environment

Career Levels

First- Level Supervisor	Mid- Level Manager	Office or DO Division- Level Senior Manager/ Executive	Directorate- Level Executive

TRAINING

not needed 1---2---3---4---5 very essential

21. Able to work at cross purposes with other managers
- ~~22. Know and accept the role of manager~~
- ~~23. Know and accept the role of executive~~
24. Able to provide all employees with an advanced work plan which attests to their understanding of the primary elements and performance standards on which they will be appraised
25. Able to provide all employees with developmental opportunities and career- enhancing training/counseling necessary for self-development and effective performance in their current and future assignments
26. Able to work with and resolve conflicts with contractors and outside agencies in a collaborative manner

Please add any additional administrative competencies you believe are important and indicate the usefulness of training at each of the levels.

Career Levels

First- Level Supervisor	Mid- Level Manager	Office or DO Division- Level Senior Manager/ Executive	Directorate- Level Executive

TRAINING

not needed 1---2---3---4---5 very essential

INTERPERSONAL SKILLS

This section has to do with relating to working with and through people.

27. Able to coach and counsel subordinates
28. Able to give and receive feedback constructively
29. Able to manage group processes, deal with diverse views and ambiguity, resolve conflict
30. Able to conduct successful and productive meetings
31. Understand when and how to ~~tap various~~ ^{effectively use influence} sources of power to build support for component's goals
32. Able to negotiate on a wide variety of issues
33. ~~Understand~~ ^{able to identify} non-verbal communication, and ~~supervisory~~ ^{able to use} referral techniques including ability to spot alcohol and drug related problems as well as performance concerns
34. Able to create an organizational climate which results in a motivated workforce by building colleagueship and alliances, imparting team spirit and cohesiveness, managing conflict within the work team, and emphasizing cooperation as opposed to competitiveness within component

Career Levels

First- Level Supervisor	Mid- Level Manager	Office or DO Division- Level Senior Manager/ Executive	Directorate- Level Executive
4	4	4	3
5	5	5	5
3	4	5	5

TRAINING

not needed 1---2---3---4---5 very essential

35. *accept* Practice effective human resource development, balance individual and group needs; able to select well qualified and capable people for jobs including minority recruitment and placement, make the best use of subordinates SKA's and remain sensitive to what others are thinking and feeling
36. *in* Know when to use formal disciplinary efforts and when to use formal procedures; able to prevent interpersonal conflicts and problems from becoming formal grievances
37. Able to give and receive information in a way that is comfortable for the supervisor and the employee, while still keeping the supervisory role and the goals of the work situation uppermost in mind
38. *favorable* Prepare written documents that are clear, well organized, complete and timely, and are able to persuade and influence others
39. Initiate interactions with others to solicit their viewpoints, facts, opinions and concerns about work

Career Levels

First- Level Supervisor	Mid- Level Manager	Office or DO Division- Level Senior Manager/ Executive	Directorate- Level Executive

TRAINING

not needed 1---2---3---4---5 very essential

Career Levels

First- Level Supervisor	Mid- Level Manager	Office or DO Division- Level Senior Manager/ Executive	Directorate- Level F cutive
5	5	5	5

40. Able to achieve results through effective delegation to the appropriate person (s), provide guidance, follow-up and control
41. Able to be approached by others and willing to discuss problems and goals
42. ~~Ability to~~ Listens effectively
43. ~~Ability~~ ^{able} to take charge, to direct, motivate, develop and coordinate the activities of others
44. ~~Familiar with own leadership styles and behaviors, able to practice situational leadership~~ ^{able to identify & work with various}, and aware of various leadership techniques
45. Able to come up with unique responses to situations; have the insight to recognize and take up useful new approaches
46. Able to think of several things at once, switch rapidly from one problem or situation to another, and grasp the whole situation or problem quickly

TRAINING

not needed 1---2---3---4---5 very essential

47. Able to establish trust and mutual respect in relating with employees
48. Able to assess personal and professional needs for networks, support systems and vertical connections

Please add any additional interpersonal competencies you believe are important and indicate the usefulness of training at each of the levels.

Career Levels

First- Level Supervisor	Mid- Level Manager	Office or DO Division- Level Senior Manager/ Executive	Directorate- Level Executive